

OUR RACE TO ZERO

Contents

Our Race to Zero	5
Our Journey	9
Our Progress at a Glance	23
Our Governance	27
Racing to Zero with our Technology	29
Racing to Zero with our Operations	42
Our Fleet	47
Our Workspaces	49
Our Waste	51
Our Supply Chain	53
Racing to Zero with our People	55
EDI Strategy	63
Learning & Development	69
Pay & Reward	73
Health & Safety	75
Racing to Zero with our Communities	77
Outreach Initiatives	79
Calisen Impact Charitable Trust	89

OUR RACE TO ZERO



**In 2024 the Earth passed
1.5 degrees of warming,
almost a decade earlier
than expected. Urgency
is our only option.**



£354M

**In the last 12 months, Calisen
has invested over £350 million
in to mass adoption smart
energy technology.**

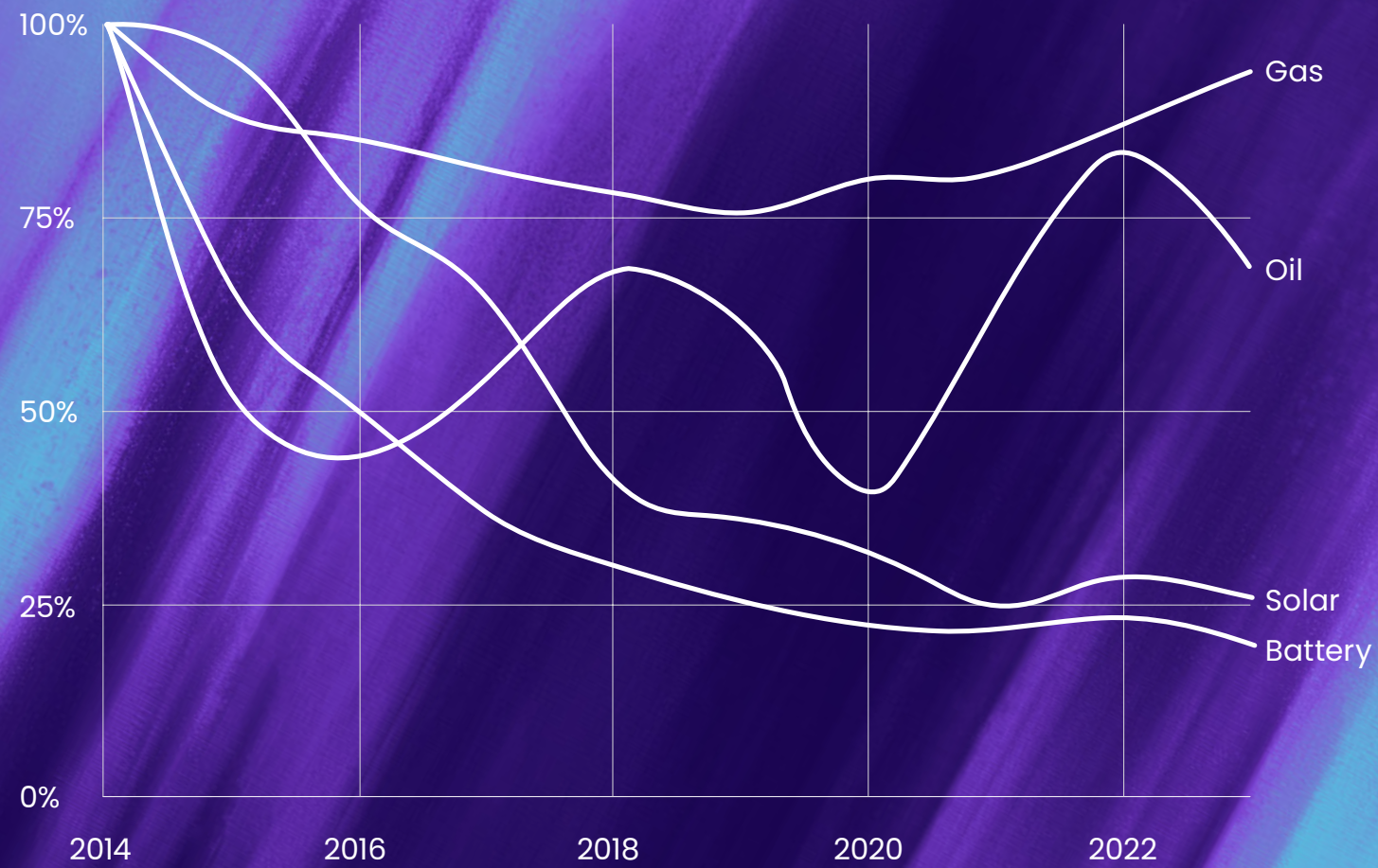
WE DELIVER SMARTER AT SCALE

Sean Latus
CEO, Calisen Group

Working with the UK Government, Calisen supercharged the roll out of millions of smart meters across the UK over a decade ago. The UK has since established a critical piece of infrastructure to support the transition away from fossil fuels to electrification – the dominant pathway set out by the Climate Change Committee in its report to the Government. Smart meters not only give consumers more power to manage their own energy consumption and reduce bills but have important energy industry value: allowing more renewable energy connections and better grid management which builds system resilience. In 2024, we continued our leadership position in smart meter installations and are now expanding this pioneering expertise, alongside our partner Octopus Energy, with international energy smart metering in Germany. Our Plug me in business puts even more power in the hands of energy consumers, with the ability to reduce dependency on the energy system through solar panels and batteries, heat pumps and EV charge points. All backed with financing to improve accessibility. The rate at which these technologies is improving is staggering – from electrical vehicles which charge in minutes to heat pumps which have almost double the life span of a traditional gas boiler. This is creating real market impetus and we are working hard to make sure the UK is well placed to take advantage of these innovations. Transitioning to more sustainable patterns of consumption is not just restricted to energy. We are also expanding into vital smart water metering to protect this precious resource, overlaid with the insight of behavioural science and artificial intelligence from Advizzo to nudge resource-protecting behaviours. We are deeply rooted in the mission to improve the sustainability of energy and water consumption. I am proud that our external ethos flows through the way we conduct our operations, our working culture with our colleagues and how we support our local communities. I'm really pleased with everything we have achieved so far but the future is even more exciting as technologies mature and we apply our hard-earned expertise to new markets on the cusp of mass adoption.



Cost of selected energy technologies, oil and natural gas generated electricity



This chart shows the relative prices since 2013 of electricity generated by gas in the US, of crude oil, the cost per kWh of utility-scale solar (as tracked by BNEF) and the price per kWh storage of Lithium-ion batteries. Two of those curves are not like the others.
Source: [Why energy tech is eating the world »](#)

**The whole world is
on the cusp of an
electrification revolution.**

WE'RE POWERING BUSINESS AHEAD

Kim Ratcliffe
Managing Director, Plug me in

In February 2025, the Climate Change Committee advised the UK government that mature technologies such as solar and heat pumps are the route to achieving our Net Zero targets. The onus has been put firmly on consumers of energy to seize the opportunity of mature technology's falling prices and embrace electrification. Plug me in began as a consumer EV charger installation business, as a build on smart meter installation. Since joining in the summer of 2024, I have pivoted the business to embrace the full opportunity of the energy and heat revolution. We have acquired a fantastic solar and battery business and built up our in-house expertise to ensure we can offer a full service to our customers: climate technologies with assessment and financing. Our customers in sectors such as housing associations, water companies and healthcare providers are asking for an 'end-to-end' service which makes financial sense, is easy to deploy, and measurable in terms of carbon and cost savings. Plug me in now has a sharp focus on scaling clean tech across EV, solar, battery storage and heat pumps, particularly with commercial customers looking to install on a large scale. At our core, we exist to make the journey to Net Zero easier faster and fairer, removing the financial blockers for customers, packaged up in a single smooth transaction. We are helping customers take control of their energy, reduce emissions and save money – all by installing, maintaining and financing the right clean technologies. We bridge the gap between aspiration and action. But the road to Net Zero is far from smooth. There are four important issues to address: affordability for those on low incomes, misinformation and trust issues (particularly with heat pumps), a fragmented supply chain and skills gap, and regulatory change needed to address the levies which make electricity four times more expensive than gas. We take our role in the electrification revolution seriously and are working with industry, government and NGOs collectively to remove the barriers that hold us back.



3.7M

We helped 3.7 million people save
energy and water globally

**As fresh water becomes
more precious, data analytics
will change behaviour on a
macro and micro level.**

OUR DATA CHANGES EVERYTHING

Sarah Blackburn
CCO, Calisen

We acquired Advizzo in 2023 to provide a customer engagement platform for water and energy companies which helps their customers take better control of their usage. We combine data from meters, with behavioural science to deliver improved, and much-needed customer engagement in the utilities sector, driving evidenced and sustainable change. 2024: A year of Impact and Progress for Advizzo, helping utilities engage their customers in smarter water and energy use:

- Helping > 3.7 million people make a tangible difference in water conservation
- Integrated successfully with the Calisen team
- Awarded Pioneer finalist by the Solar Impulse Foundation for our incredible Water Saving and Leakage detection results with Severn Trent Water

2025 – 2030 brings huge change across the UK water sector, with the growth in smart metering and water company investment at unprecedented levels (£104 billion), to deliver greater resilience and security for our water supplies and to protect our environment. Advizzo has a pivotal role, through customer engagement and smart meter data analytics, to support water utilities as they seek to meet government targets to reduce consumption down to an average of 110 litres per person, per day. Whilst the water sector faces many

challenges and continues to hit headlines, Advizzo provides a real opportunity through smart metering for water utilities to build trust, transparency, and empower their customers to play their part in reducing water consumption and secure our future supplies. Advizzo helps energy and water utilities use behavioural and data science to improve operations and drive more sustainable behaviours. With hundreds of learnings gathered from experiments around the world, Advizzo gives utility companies and their users the opportunity to embrace more sustainable behaviours faster. By combining artificial intelligence and machine learning with behavioural science, Advizzo enables personalised, actionable insights that reduce energy and water consumption at scale whilst improving customer adoption, trust and satisfaction. This work also supports meeting decarbonisation ambitions whilst delivering measurable impact at the individual level—aligning with key UN SDGs like Clean Energy (7) and Sustainable Cities and Communities (11). This creates a powerful path to smarter, more sustainable utility services. By providing a unified platform that addresses both water and energy use, Advizzo helps utilities tackle interdependent challenges and make the connection between water and energy, a critical frontier in more sustainable resource management.





We're ready for the challenges ahead

The threats of climate change, dwindling resources, and social inequality are no longer warnings for the future. They're happening right now. From flooding to heat waves, we're already feeling the effects and it's time to act fast. The UK has committed to achieving Net Zero emissions by 2050, but we don't think this is soon enough. If we want to make any meaningful impact on environmental targets, everyone has to accelerate their efforts. The Climate Change Committee's latest report to the UK government noted mature technologies and electrification as the main path to achieving our Net Zero goals. Geopolitics has been vital in helping to accelerate this transition to smarter energy, as nations seek energy security. Businesses and public sector organisations are looking for cost reduction and certainty by adopting solar + battery, EV charging and heat pumps. Calisen will be a key player in both

financing and installing technologies to aid this mass migration to cleaner energy, and we're well prepared to grow alongside the demand for our services. In 2023, Calisen acquired data analytics business, Advizzo. Advizzo's ability to help nudge water saving behaviours in businesses and consumers will be essential to conserving our resources in the coming years. In 2024, Calisen hired Kim Ratcliffe (formerly of Hive and Homeserve) to refresh its Plug me in business. Kim has since pivoted the business from its origins as a domestic EV installer to a full service climate tech and finance offering, focussed on large scale organisations. In 2025 and beyond we have plans to further boost our impact on the clean energy transition, as well as reduce our own environmental impact as a business. To put it briefly, the Race to Zero has barely begun - and we're only looking forwards.

ZERO IS EVERYTHING TO US

Helen Woodcock
Risk and Sustainability Director, Calisen

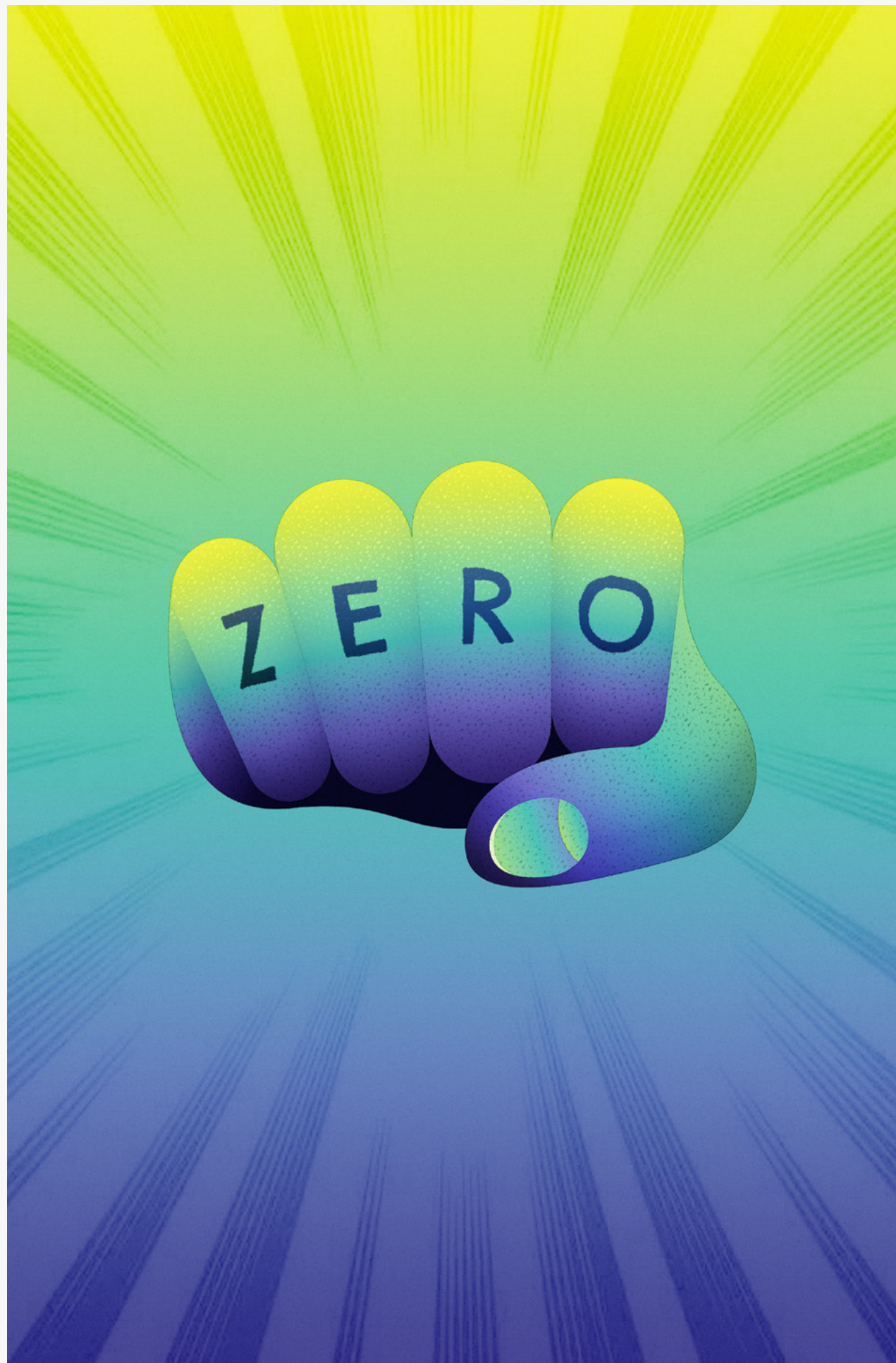
Zero operational emissions. Zero waste. Zero barriers to inclusion. In 2024, we made meaningful and measurable progress towards our ESG ambitions. Progress that reflects not only the infrastructure we're rolling out, but the values we operate by every day. Our Race to Zero is about more than carbon reduction—it's about being accountable, responsible, and proactive in the way we do business. We've started to transform how we work, not just where. With 20% of our white fleet now fully electric and a move planned to the regenerated Old Mill site in 2025, we're reducing our operational footprint while becoming smarter and more efficient in how we use energy. We also recognise that we can't deliver on our goals alone. That's why we've stepped up engagement with our suppliers—conducting site visits, distributing over 500 onboarding packs, and welcoming 166 new partners into our supply chain, all with a focus on collaboration and carbon reduction. We diverted 36 tonnes of waste from landfill this year, showing our commitment to a more circular, low-waste future. Beyond the environmental impact, our social responsibility remains a key priority. We launched four new employee resource groups to champion inclusion, carried out a full review of our internal policies to ensure they reflect evolving legislation and gender inclusivity, and saw a 37% improvement in our Lost Time Accident rate. These are not just metrics—they represent a safer, more supportive environment for our people. We've also continued to invest in our communities—supporting national campaigns like the Great British Spring Clean and Eco-Schools, and partnering with Wigan Athletic to promote access and equality through support of their female football team. This work reflects our commitment to climate action and clean energy, aligned to SDGs 13 and 7, but more than that—it reflects who we are. We're building something better, together. And in 2024, we moved with real purpose.



Our progress at a glance

✓ Achieved
 ↗ Towards target
 ↘ Away from target

Ambition	KPI	2023	2024 Progress
Helping the UK race towards Net Zero (in line with our business strategy)	Number. of smart meters installed	↗	↗
	Number of EV chargers installed	↗	↗
	Number of heat pumps installed	↗	↗
	Number of solar and battery installed	↗	↗
Racing toward our own commitment to reach Net Zero by 2030	Net Zero operations by 2030	↘4,490.19 (tCO ₂ e)	↘5,213.46 (tCO ₂ e)
	25% scope 3 emissions reduction by 2030	NEW	↗17%
	100% of operational waste across all Calisen sites is diverted from landfill each year	✓	✓
Making a truly inclusive workplace through 'Everyone Welcome'	40% of SLT to be women by 2026	-	NEW
	80% LGBTQAI+ disclosure rate by 2026	-	NEW
	80% Retention Rate for Minority Ethnic by 2026	-	NEW
	80% Disability disclosure rate by 2026	-	NEW
	Accident Frequency Rate (AFR) (below industry best in class average of 10.5)	↗11.96	↘12.88
	Lost Time Accident (LTA) (below industry average)	↗4.73	↗3
Support our communities toward a smarter energy future	YoY increase in young people attending Insight days	NEW1	✓4
	YoY increase in awareness sessions held within schools	NEW1	✓3
	YoY increase in community outreach activities	-	NEW1



Governance & Values

How we're Embedding Sustainability at Our Core

At Calisen, our values are the heartbeat of our business. That's why we've established a strong governance structure that both reflects and reinforces these values, ensuring that sustainability is embedded in everything we do. Led by our CEO, Sean Latus, our Sustainability Steering Committee drives the sustainability agenda across the organisation. This leadership ensures that our environmental and social commitments are championed at the highest level and considered in every strategic decision. Supporting this are our robust policies and procedures, designed to protect and empower our employees, customers, and suppliers. Meaning we can uphold fairness, integrity, and care at every touchpoint. To further strengthen transparency and accountability, we report against leading global sustainability standards, including the Task Force on Climate-related Financial Disclosures (TCFD), the Task force on Nature-related Financial Disclosures (TNFD), the International Sustainability Standards Board (ISSB), and Streamlined Energy and Carbon Reporting (SECR). For more information on our governance structure and standards reporting, please refer to The Calisen Sustainability Reporting and Governance Report.



RACING TO ZERO WITH OUR TECHNOLOGY





Because **Smarter** Is Always **The Right** **Answer**

The UK has made strides, cutting emissions by over 50% since 1990, but this simply isn't enough. To stay on track with the UK's carbon goals, we need to continue to reduce our CO₂ by 14 million tonnes a year. Technologies that drive energy efficiency, reduce emissions, and help manage resources sustainably, are all key to this low-carbon evolution. Renewable technologies are not just tools, they're essential for achieving the UK's smarter energy future. Calisen is at its heart a finance house and has the capability to supercharge the transition to electrification, including for those who can least afford it.

We've helped the UK become a world leader in smart meters, and the work won't stop there. Our pilot project with Octopus in Germany was launched in early 2025 to aid the rapid roll out of smart meters on a global scale. Although metering data has been our core offering for many years, it's vital that we continue to expand and grow our operations in all sectors of mass adoption smart technologies. Home and business heating, low-carbon transport and water management are all critical to securing smarter energy for all.

Smart meters are critical

We've installed 13.1m of them

Real-time energy data is vital in the race to reach Net Zero. Smart meters can empower individuals and organisations to cut their consumption and reduce costs. Latest research shows that, so far, they have helped consumers reduce their energy consumption by approximately 3.1%. Smart technology can also enable better management of the national grid and renewable connections, further reducing overall costs and reducing reliance on gas. 66%² of the UK domestic customers now has smart meters and the government is committed to full roll out to ensure everyone sees the benefits of this vital technology. The UK is also making progress in reducing the volume of 'smart meter's operating in non smart mode', in from the DESNZ's latest statistics this is currently at 10%² nationwide. Calisen installed 1.3m smart meters in 2024 which takes their total to 13.1m smart meters installed since 2012.





Upgrading the Nation with EV Charging

The UK will cut 42 million tonnes of carbon each year when every vehicle is electric

The UK is on the cusp of an infrastructure revolution. At Calisen we are putting the building blocks in place to enable the move away from petrol and diesel-fuelled transport. Latest research shows oil and gas has around 36 years³ left and what we do burn is contributing to 40%⁴ of total emissions. While there are hurdles to be navigated, the UK has set a target of phasing out new fossil-fuelled cars by 2030. Plug me in is working with organisations with large fleets to accelerate this transition at scale.

Boosting the UK's Heat Pump Uptake

We're helping the UK government hit 600,000 installations by 2028

Countries such as Norway have 60%⁵ uptake in heat pumps, providing more consistent comfort in the home in a much more energy efficient way. Maturing technology also means that heat pumps last up to 25 years, compared with 10-15 years⁶ for a traditional gas boiler.⁶ The UK's uptake of heat pumps is currently at around 1%⁷. This isn't good enough, which is why we're committed to doing something about it. Plug me in is working with local authorities to install new heat pumps throughout the UK. While the Boiler Upgrade Scheme has provided some impetus to the market, a radical transformation is needed to shift from hundreds of installations to thousands and even millions. Plug me in and Calisen are both working with the UK government and industry groups such as Electrifying Britain to consider the policy changes that could transform how we heat the nation.





Protecting Every Precious Drop of Water

The UK could be saving a billion litres of water a day, by 2035 using smart meter data

The UK has not built a new large scale reservoir in over 30 years. In that time the population has increased by approximately 17%⁸, making water more precious than ever before. Leakage poses another serious challenge to an industry delivering a thinly stretched resource of 14 bn⁹ litres of clean and safe water every day. The UK already loses around 3bn⁹ litres of water a day, equivalent to the supply of 20m⁹ people. Cutting leakage, reducing demand and building resilience in the water industry benefits everyone. Calisen's experience in energy smart metering is now being applied to the water industry. Smart water meters give consumers the chance to manage their water usage and help the industry spot leaks much more effectively. Advizzo's behavioural science techniques, applied to smart meter data, are helping consumers to change their consumption patterns. Data and analytics are a vital part of building a fit for purpose, sustainable water industry.

Pioneering Energy Independence with Solar + Battery

There are over 20 million roofs in the UK that are suitable for a solar install

The radical reduction in the cost of solar panels and batteries has opened up a pathway for consumers and organisations alike to dramatically reduce their dependence on energy suppliers and the volatility of wholesale energy markets. Plug me in is working with organisations to ensure they benefit from this market dynamic. For hospitals such as Great Ormond Street Hospital, reducing their energy bills through solar is an important component of managing precious NHS finances. For energy intensive health clubs such as David Lloyd, solar is an important way to protect the business from rising electricity bills and ultimately take out costs that can be redirected to club member services.





RACING TO ZERO WITH OUR OPERATIONS



As of 31st December 2024 our installed meter portfolio is anticipated to contribute towards a total lifetime carbon emissions reduction of 7.4 million tonnes by 2039* resulting from household energy savings alone.

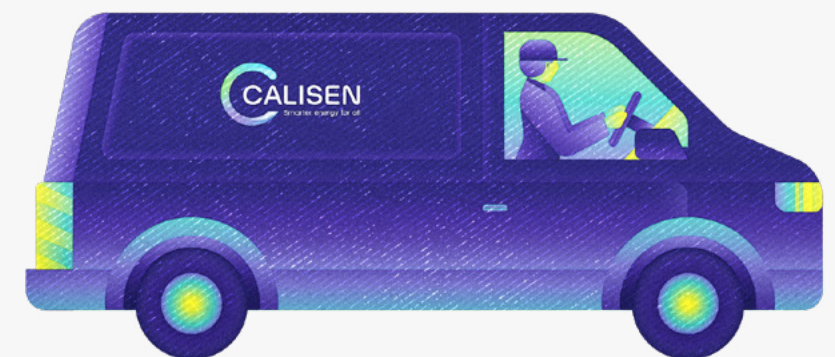
*Excluding emissions from manufacture, installation or end of life.
Please refer to The Calisen Sustainability Reporting and Governance Report for carbon reduction calculations and assumptions



Electrifying Our Fleet at Lightning Speed



We've made real progress in making our fleet cleaner and smarter, with 20% of our white fleet now fully electric. Having fewer diesel vans on the road will be key to reaching our own Net Zero goals. However, despite this milestone, our overall fleet emissions increased in 2024 due to how and where these vans were used. But this isn't a setback. It's a challenge to do better. In 2025, we will work smarter by optimising van distribution and usage, ensuring every vehicle is fully utilised. And we won't slow down. By the end of 2025, we will have transitioned 25% of our fleet to electric, driving our Race to Zero forward at speed. Our grey fleet, colleagues using personal vehicles for work, also presents an opportunity to reduce emissions. In 2025, we will introduce new scheduling and route optimisation systems, cutting unnecessary mileage and ensuring our operations are as efficient as possible.



Building a Greener Workplace



We recognise that where we work is just as important as how we work. That's why we've taken major steps to consolidate our office spaces, ensuring our buildings are more energy-efficient and sustainable. In 2024, we committed to moving into The Heatons Group's regenerated Old Mill in 2025, a space that will allow us to:

- Reduce energy waste with modern, efficient lighting and equipment
- Eliminate outdated infrastructure, cutting unnecessary emissions
- Create a more connected, inclusive and collaborative workspace

Calisen has secured fully renewable energy contracts across all our current sites, ensuring that 100% of our electricity is sustainably sourced. In another step forward, we have also secured our first renewable gas contract, aligning our operations with SDG 7: Affordable and Clean Energy. We also understand that commuting contributes to our overall emissions too. We will continue to offer an employee EV salary sacrifice scheme through Octopus. Speed alone won't get us to Net Zero – our actions are also key. That's why we continue to engage employees to help us make steps, like turning off equipment when not in use. Every action, no matter how small, drives us closer to zero.

Cutting Operational Waste

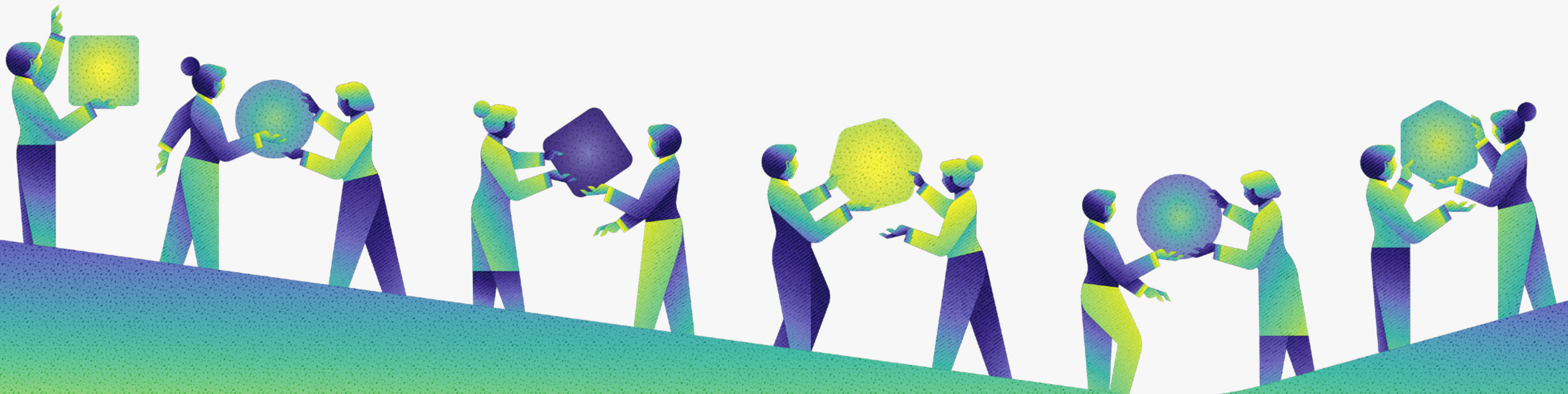
Our Race to Zero is not just about energy – waste plays an important part too. Every tonne of waste that avoids landfill contributes to a lower-carbon future. In 2024 alone, we diverted 36 tonnes of operational waste from landfill, ensuring it was either recycled or recovered. This activity extends beyond office operations. Our assets are also vital to reducing emissions that come from waste. For every smart meter installed, an old one may need to come off the wall. Instead of sending these to landfill, we work with Dragon Recycling to ensure every component is recycled or repurposed. Through our actions to reduce waste in 2024, we:

- Recycled 3778 tonnes of plastic, which can now be repurposed into new components and materials
- Recycled 4097 tonnes of metal, which can now be turned into things like brass door locks, car parts, and more.



Nurturing a Sustainable Supply Chain

Managing our supply chain responsibly is a top priority at Calisen, and our key partners are held to the same standards we apply to ourselves. In our Race to Zero, working together is essential, and we are moving at speed to engage stakeholders on every front to combat climate change. Our Risk Committee and Sustainability team work tirelessly to identify potential issues, propose solutions, set targets, and implement measures that drive our sustainability agenda. We actively engage with our suppliers to understand their carbon footprints, discuss reduction plans, and explore opportunities for joint action. In 2024, we conducted 8 site visits to meter manufacturers, distributed over 500 onboarding packs to our existing supply chain, and onboarded 166 new suppliers. Our carbon data (Scope 3) is a critical part of our emissions calculation; the better the data we receive from our supply chain, the more accurate our reporting becomes. Looking ahead to 2025, our target is clear: we will complete all historical onboarding packs and start the process of ensuring that 100% of our key suppliers are signed up to our Code of Conduct by 2028. We are dedicated to working smarter and faster to secure emissions data, refine risk profiles, and establish robust Net Zero pathways throughout our supply chain. Every link in our chain must be as sustainable and efficient as our own operations.





RACING TO ZERO WITH OUR PEOPLE



OUR PEOPLE OUR FUTURE

San Johal
Chief People Officer, Calisen

2024 was the first full year of our People Strategy, branded internally as our People Promise, which, through its five pillars sets out our ambition for the culture and type of organisation we would like to become. I am pleased to share that this first year has been a successful one; our colleagues have appreciated the clarity we have provided on the People Promise plan as well as the progress we have made. Achievements in the year span from becoming a Real Living Wage employer to improving our Family Friendly policies and putting in place benefits that support our colleagues and their families at the most critical of times. Learning has continued to be an important area for us to deliver on for our people. Enabling growth, whether business or personal is a cornerstone of the activity of our industry leading, in-house Training Academy and we are proud of the volume of training and capability building that our teams have achieved in 2024. The safety, health and well-being of our people is critical to us and we have continued to learn and improve in this area, as the work we do grows and becomes more complex, we are committed to creating a safety learning culture and equipping ourselves with the knowledge and expertise to deliver on our safety commitment to our people. We know that equity, diversity, and inclusion are not just ideals; they are the engine of our success and central to our mission of delivering a smarter, more sustainable energy future. 'Everyone's Welcome' is more than a sentiment; it's a strategic promise embedded in our People Promise and championed at the highest levels of our business. With visible Executive Team sponsorship and dedicated investment in EDI, we are actively working to build a culture where every colleague feels seen, supported, and able to thrive. Our teams work at the heart of communities across the UK; communities rich in diversity, lived experience, and identity. To serve them effectively, we must reflect them. That's why we're committed to identifying and removing barriers to inclusion across our field operations and corporate functions, particularly for women, ethnic minority colleagues, LGBTQ+ employees, and disabled people. At Calisen, we believe that when we embrace who we are in all our diversity, we unlock innovation, strengthen resilience, and lead with purpose. Because creating an inclusive culture isn't just the right thing to do, it's how we build a fairer energy system for all.



The 5 Pillars of Our People Promise



Everyone is Welcome

We want to come together as one team to celebrate, cultivate, and embrace our differences in a safe and inclusive culture where everybody matters. Our people can make a positive impact together. We want to build an inclusive workplace for all.

Inspiring People

Empowering the employee voice and adapting our engagement efforts will create synchronicity. We all have a part to play in creating a work environment we can thrive in. Our people leaders, in particular, will drive this alignment forward using coaching skills to enable performance.

Employer of Choice

Talented people who want to make an impact will want to work with us. We will retain the best people based on our whole offering of making a difference, building for the future, growing with us, and the experience we provide. We will lead, not follow.

Rewarding Work

Recognising and celebrating colleague excellence will be a central part of our approach. We'll champion and support our teams to help reach their potential. Everyone will be rewarded proportionately and fairly for the work they do.

Enabling Growth

We'll identify what we need to do to continue our ambitious growth aspirations. It's worth noting that business growth wouldn't happen without our people, so we will enable our individual growth alongside the business.

Everyone, regardless of background, will be valued, supported, and empowered to thrive.





Our EDI strategy Is Vital to Evolving Our Workforce

Our Diversity Powers Progress

At Calisen, we know that equity, diversity, and inclusion are not just ideals they are the engine of our success and central to our mission of delivering a smarter, more sustainable energy future. Achieving zero barriers means ensuring that everyone moves forward together. 'Everyone's Welcome' is more than a sentiment it's a strategic promise embedded in our People Promise and championed at the highest levels of our business. With visible Executive Team sponsorship and dedicated investment in EDI, we are actively working to build a culture where every colleague feels seen, supported, and able to thrive. Our teams work at the heart of communities across the UK communities rich in diversity, lived experience, and identity. To serve them effectively, we must reflect them. That's why we're committed to identifying and

removing barriers to inclusion across our field operations and corporate functions, particularly for women, ethnic minority colleagues, LGBTQ+ employees, and disabled people. We are embedding inclusion into every part of the employee journey from targeted outreach and inclusive recruitment to equitable progression and accessible workplace adjustments. Our employee networks, strategic partnerships, and inclusive leadership development ensure that all voices are valued, and intersectional experiences are centred in how we grow. At Calisen, we believe that when we embrace who we are in all our diversity we unlock innovation, strengthen resilience, and lead with purpose. Because creating an inclusive culture isn't just the right thing to do it's how we build a fairer energy system for all.

Speeding Up Inclusion

Our 2024 EDI Strategy

In 2024, we took decisive action across three key areas:

- Data-Driven Inclusion – Improving our understanding of workforce demographics.
- Policy & Process Review – Removing systemic barriers across the employee life cycle.
- Employee-Led Networks – Establishing four Employee Resource Groups (ERGs).

1. Data: Understanding Our Starting Line

To drive meaningful change, we need accurate data. That’s why we launched the ‘This is Me’ campaign during National Inclusion Week to encourage colleagues to update their demographic information in our HR system. This gave us real insight into our workforce composition:

April 2024	Women	Minority Ethnic	With Disability
All company	20%	15%	2%
Field roles	5%	20%	2%
Non-field roles	48%	5%	1%

We’ve set ambitious yet achievable targets in line with external organisations such as POWERful Women and the Energy Leaders Coalition

Target

- 40% of women in Calisen by 2030
- Reduce attrition rate to be no greater than the Group level for both minority ethnic and women on a rolling 12-month average
- 80 % Sexual orientation & Disability disclosure rate by 2026

While we have achieved near gender parity in non-field roles, representation of women in operational roles remains low. This is a systemic challenge across the energy sector. But we aren’t standing still. In 2025 we will focus on: Partnerships with Manchester & Wigan Youth Zones and Eco-Schools to encourage young women into STEM careers. Developing an Apprenticeship Programme for 2025, with a specific focus on female participation. Enhancing workplace policies, including lone worker safety measures and gender-inclusive PPE, ensuring retention is not just about hiring but creating an environment where women can thrive.



2. Policy and process review

The People Team conducted a thorough review of all policies in response to both legislative changes such as Worker Protection amendment to the Equality Act 2010 and a need to be more gender inclusive. Members of our ERGs have been consulted on issues impacting family and well-being with a new Trans Inclusion Policy, Menopause and Fertility Policies in works. As a Disability Committed Employer we have a desire to progress to Confident and eventually Leader status. We have engaged the services of a disability specialist to identify improvement actions around disability inclusion and during 2025 will be focusing on building the competency and confidence of our People Team. This will enable them to support the wider business with reasonable adjustment requests, develop more inclusive recruitment strategies and establish a pre-approved provision of assistive technology options.

3. Employee-Led Networks – Establishing four Employee Resource Groups (ERGs).

In 2024, we launched four employee resource groups (ERGs): EmpowerHer, progress, embRACE and enABLE. Each group has an appointed ExCo Sponsor and two Co-Chairs responsible for leading the individual and collective objectives of the groups. These four key areas have been prioritised to support the Equality Act 2010’s protected characteristics and respond to the under-representation of diverse groups observed within Calisen. Through these networks of colleagues, we aim to amplify colleague voices from diverse backgrounds, create a sense of community, and provide a safe space for individuals to access support without the fear of judgment or discrimination.

EmpowerHER

Breaking Barriers for Women in Energy

Launched on International Women's Day 2024, EmpowerHER kicked off with a powerful event featuring Monica Collings, former energy CEO, who shared her journey as a woman in leadership. The network has since focused on career progression, mentorship, and breaking barriers for women in STEM and operational roles.



Through a series of panel discussions, training sessions, and networking opportunities, EmpowerHER has provided a platform for women at Calisen to share experiences, tackle workplace challenges, and build confidence in their careers. A key focus has been increasing the visibility of women in operational roles, ensuring that gender diversity is embedded at all levels of our business. Looking ahead, we are working on increasing female representation in STEM and operational roles, while also strengthening policies around PPE and lone worker safety to support the retention of women in the field.



#progress

Taking Pride in LGBTQ+

Pride Month 2024 marked a significant milestone at Calisen with the launch of Progress, our LGBTQ+ network, which was created to champion inclusivity, visibility, and support for LGBTQ+ colleagues and allies. To break down barriers and create a culture of openness, #progress hosted panel discussions and awareness sessions, featuring guest speakers from The Proud Trust and Manchester Youth Zone. These events provided a platform for colleagues to learn about LGBTQ+ identity, the challenges faced by young LGBTQ+ individuals, and how businesses can create inclusive workplaces. Going forward, #progress will focus on further workplace inclusion initiatives, ensuring LGBTQ+ voices are represented in all areas of our business and that every colleague feels comfortable being their authentic self at work.

embRACE

Celebrating Ethnic Diversity

embRACE was created to ensure that racial and cultural diversity is not just recognised, but actively supported and celebrated. This network has already made an impact, leading Black History Month discussions, Eid celebrations, and Ramadan awareness sessions. A key milestone was the introduction of improved prayer room facilities and a revised religious observance policy, making it easier for colleagues to observe their faith while at work. Through cultural



awareness training and allyship discussions, embRACE has opened up conversations about racial equity, representation, and creating a workplace where everyone feels valued. Looking ahead, embRACE will focus on expanding mentorship opportunities, supporting diverse hiring initiatives, and working closely with leadership to ensure racial diversity is embedded across all levels of the business.

enABLE

Championing Disability Inclusion



enABLE is dedicated to making Calisen an accessible and inclusive workplace for colleagues with disabilities, including both visible and non-visible conditions. One of the network's first initiatives was a Neurodiversity Awareness Podcast, hosted by Chief People Officer San Johal, which focused on how businesses can better support neurodiverse employees. Additionally, training workshops were delivered to our People Team, increasing confidence and competency in supporting colleagues with workplace adjustments. We have also engaged a disability inclusion specialist to guide us towards achieving Disability Confident Leader status by 2026. This means improving inclusive recruitment strategies, assistive technology provisions, and accessibility in the workplace. Going forward, enABLE will drive further awareness campaigns, ensure accessibility is a key focus in business decisions, and continue advocating for the needs of disabled colleagues.

Training the Next Generation

Our Learning & Development
Programmes Are Key to
Speeding Up The Smart Energy
Roll Out

Transitioning our energy infrastructure away from fossil fuels requires an entire system transformation. Ensuring the UK has the right level of skills to deliver this transformation is vital and powers economic productivity. Latest data from the LSE Grantham Institute and Plant Based Action Network (2012) shows that around 3m workers need some form of reskilling, with the Climate Change Committee estimating the creation of 135,000 to 725,000 new jobs. We're proud that our Training Academy in Wigan is contributing to this demand, upskilling around 600 people each year.



The Calisen Smarter Energy Training Academy

Our Training Academy at Ashton is the heart of our development efforts. Each year, hundreds of new starters gain an immersive insight into who we are, what we do, and where we’re headed. In 2024, our academy played a pivotal role in preparing our workforce for the challenges of the future. Key figures include:

- 121 technical training programmes attended by 643 participants
- 236 new metering starters deployed to the field
- 51 EV new starters deployed
- 70 participants in our Smart 360 Upskill programme
- 50 candidates in our 3-Phase Upskill initiative

We also delivered our inaugural Level 3 award in Air Source Heat Pump Qualification, alongside Energy Efficiency and Water Regulations & Byelaws qualifications, through our awarding partner, BPEC. Additionally, our technical briefings for 4G Comms hub exchanges saw over 400 exchanges completed, underscoring our commitment to operational excellence.

Online Learning

Because we know that practical experience is as crucial as theoretical knowledge, we are continually enhancing our digital and hands-on learning platforms. Our LinkedIn Learning initiatives delivered 385 hours of content (averaging nearly three hours per viewer) across 1,643 courses, while our internal Kallidus platform saw 18,185 courses completed on subjects ranging from health and safety to business ethics and information security.

Developing Leaders for a Sustainable Future

Leadership development is critical to our Race to Zero. Our initiatives, including the Korn Ferry Senior Leadership Development Programme and the Evolve Management Programme, ensuring that our leaders are equipped with the skills to inspire, drive performance, and foster a culture of safety and inclusion. We’ve integrated our group values into our daily work through digital modules on “Our Way” via Kallidus, combined with regular performance feedback and recognition through our My Reward portal. These efforts help us build a committed and agile leadership team that drives our strategic vision forward.

Empowering the Next Generation

Our apprenticeship programmes are another cornerstone of our development strategy. In 2024, we supported five non-technical apprenticeships (two in HR, two in IT, and one in sustainability), and we are planning to launch a low-carbon technical apprenticeship in 2025. Our Industry Insight Days provided valuable exposure to young talent. For instance, Craig, joined the “Hatch” work placement programme run by Wigan Youth Zone. For four weeks he gained hands-on experience in meter exchanges, electrical work, and quality assurance. His journey, supported by our dedicated trainers, has set a strong example of how real-world experience can ignite a passion for our industry.



Investing in our people

Fair pay and
meaningful
benefits

Our people are our greatest asset, and ensuring they are fairly rewarded, supported, and valued is a core part of our commitment to being an Employer of Choice. In January 2024, we proudly introduced 'Real Living Wage' rates of pay, reinforcing our dedication to fair pay and strengthening our position as a responsible employer. This was one of the first key actions under our employer-of-choice strategy, ensuring that our people are paid fairly and recognised for their vital role in our success. This commitment was further reflected earlier this year when San Johal, Chief People Officer, attended the 'Future-proofing Greater Manchester Through Fair Pay, Secure Hours and Living Pensions' event. This gathering celebrated businesses investing

in their people's well-being, and it was an opportunity to engage with key stakeholders, including Greater Manchester Mayor Andy Burnham, to discuss the future of fair pay and sustainable employment. To build on this momentum, we are introducing enhanced benefits in 2025 that reflect what matters most to our people: A Paid Day Off for Birthdays – From January 2025, all employees will receive their birthday as a paid leave day, recognising the importance of personal time and well-being. These initiatives reinforce our commitment to moving at speed to support our people while growing responsibly. At Calisen, Zero is Everything – zero barriers to fair pay, zero limitations on well-being, and zero hesitation in investing in those who drive our success.





Pursuing Safety Excellence

At Calisen, we like to look out for our people. This is why we're committed to our zero harm policy, ensuring that all field activities prioritize safety. While our ultimate accident target remains zero, we benchmark our performance against industry standards using the Accident Frequency Rate (AFR)—the number of accidents per 1 million hours worked. In 2024, our AFR increased by 7%, reaching 12.88, largely due to a rise in animal attacks on data collection colleagues. Despite this, we remained below the industry median AFR of 13.5 and continue to target a best-in-class benchmark of 10.5 for 2025. More positively, our Lost Time Accident (LTA) AFR improved significantly, reducing from 4.73 in 2023 to 3.0 in 2024, a 37% decrease. This suggests that while overall incident numbers increased, the severity of injuries declined, with most requiring only minor first aid. Our target for 2025 is to achieve a further 25% reduction in LTAs. The increase in incidents reflects the evolving nature of our business, including:

- 22% more hours worked and 24% more field personnel
- Expansion into more complex industrial and commercial work
- Workforce churn and TUPE onboarding
- Increased storm-related incidents and a rise in animal attacks affecting home visits

To drive long-term improvements, in 2025 we have taken proactive safety measures, including:

- Enhancing management training and increasing face-to-face field engagement
- Improving communication to ensure key learnings are implemented
- Introducing new PPE, including safety footwear and prescription safety glasses
- Enhancing lone working protocols, with new safety devices being trialled in 2025
- Implementing improved safety management tools for better incident tracking, reporting, and response

We remain dedicated to continuous improvement in workplace safety. As our operations grow, our commitment to protecting our people will always remain at the forefront.



RACING TO ZERO WITH OUR COMMUNITIES





We go **beyond** what is expected of us

Our outreach initiatives are supercharging our communities. Our commitment to a sustainable future goes far beyond our core operations. It's about energising our communities and driving real change at speed. Guided by our Race to Zero and Zero is Everything ethos, we acted swiftly last year to deliver a suite of impactful initiatives that not only reduce emissions but also empower and unite people across the UK. Here's a look back at our key community moments.

Eco-schools

In collaboration with Keep Britain Tidy, we supported 20 schools on their journey to sustainability through the Eco-Schools programme. Through the 20 schools we supported they are able to bring environmental education to 6,100 pupils, raise £4,100 for local charities, plant 560 trees, divert 494kg of waste from landfill, and preserve 9,200 square meters of natural habitat. Sponsoring the programme further through the energy module we have empowered 7,341 students to become energy monitors, the installation of over 250,000 energy-saving devices and 4,130 renewable energy sources the saving of 4,629,865kWh of gas and 4,014,030kWh of electricity compared to last year.



Ben the Beekeeper

Our Commercial Director, Ben Etherington is known as Ben the Beekeeper conducted a series of engaging assemblies to help children understand the importance of bees and the role they play in our ecosystem. His lively “bee talks” sparked real excitement and curiosity among the students, inspiring a deeper love for nature and biodiversity. As one teacher put it, “The bee talk was so informative that even our staff learned something new!” To build on that enthusiasm, the children also took part in bulb planting to support local biodiversity. Their reactions said it all: “I loved planting the bulbs – I’m so excited to watch them grow!”, “I’m happy we’ve planted more flowers for the bees.”, “This is the best day ever!”

Count your carbon

In a pioneering effort to empower educational institutions, we sponsored the development of the nation's first full-scope carbon emissions calculator, Count Your Carbon. This tool, built in collaboration with schools, nurseries, and colleges, helps these institutions understand their emissions and identify ways to reduce their carbon footprint. It's a critical step in educating young people and communities about energy efficiency and sustainable practices.



Industry Insight Days

Drawing on our deep roots in Greater Manchester, we reinforced our commitment to empowering the next generation through Industry Insight Days. These initiatives enabled young people to envision a brighter future, whether as EV charger installers, heat pump engineers, or office professionals, with one local mentor remarking, "This support is giving our young people a chance to change their story."



COUNT
YOUR CARBON

Great British Spring Clean

We proudly led the Great British Spring Clean as Headline Partner, rallying communities to take immediate action for a cleaner environment. With over 400,000 volunteers nationwide collecting more than 450,000 bags of litter, our teams rolled up their sleeves alongside local partners. As Group CEO Sean Latus observed, “A cleaner environment uplifts our communities and enhances quality of life – this is change in action.”



Northumbrian Water Group Innovation Festival

At the Northumbrian Water Group Innovation Festival, our teams embraced innovation and competition in the Leak Lab Sprint. We developed a solution using behavioural insights to shorten leak detection times for Northumbrian Water – saving both water and money. Our participation, which included a top-three finish in an F1 car pit tyre change challenge, underscored our ability to tackle complex challenges with speed and creativity.



Wigan Athletic Women Partnership

A historic milestone in our community engagement was our ground-breaking partnership with Wigan Athletic Women. As Principal Partner and Front of Shirt Sponsor, Calisen championed local sports and female empowerment. Wigan Athletic Head of Commercial Greg Coar said, "Having Calisen as our first Principal Partner is hugely empowering," while Group CEO Sean Latus added, "Supporting Wigan Athletic Women is an honour. Together, we are building a brighter, more inclusive future."

Heat Pump Week 2024

We boosted national awareness during Heat Pump Week, held from 23-29 September. This high-energy campaign sparked consumer engagement and accelerated the heat pump transition – a critical move in decarbonising home heating and helping the UK towards 600,000 annual installations by 2028.





We're Accelerating Progress with Calisen Impact Charitable Trust

At Calisen, our impact reaches far beyond our day-to-day operations—it extends into the heart of the communities we serve. In 2024, we created the Calisen Impact Charitable Trust, an independent charity structured as a company limited by guarantee with Charitable Status. This Trust embodies our commitment to rapid, meaningful change, perfectly aligning with our Race to Zero and Zero is Everything ethos. The Charity supports charitable initiatives across the UK that advance national climate goals, drive us toward zero emissions, and foster a sustainable energy infrastructure. It also champions inclusive, safe, and diverse educational and professional environments while promoting economic and social progress tailored to the local needs of the communities around our operations. The Charity's vision is clear: to provide financial support to projects that not only deliver sustainable energy solutions but also create safer, more inclusive spaces and spur local development. By investing in these initiatives, we ensure that our efforts leave a lasting, positive impact.

How the Trust is changing communities

Empowering Youth and Building Future Talent

The Calisen Impact Charitable Trust proudly support both the Manchester Youth Zone and Wigan Youth Zone. Initiatives that enhance employability and open doors to brighter futures for thousands of local young people. In Bristol, our backing of the Bristol Association for Neighbourhood Daycare helps to enrich educational opportunities for many children, ensuring they have the resources and guidance to succeed.

Enhancing Community Skills and Well-Being

Our commitment to lifelong learning and digital inclusion is reflected in our support for The Community Hub, which develops essential skills and teaches awareness for older adults and vulnerable individuals in North London. By equipping these groups with knowledge and practical tools, we help build stronger, more resilient communities.

Bringing Joy and Opportunity to Disadvantaged Children

We believe every child deserves the chance to learn and explore. Through Happy Days Children Charity, we’ve enabled educational trips that broaden horizons for 27 disadvantaged youngsters. Likewise, our support for Sunshine Wishes Children Charity provided 20 children with an inspiring visit to Blair Drummond Safari Park. Experiences that spark curiosity, build confidence, and create lasting memories.



Our Role in 2024

Driving Environmental Innovation

Environmental stewardship is at the heart of our mission. Our support for the Alder Trust helped launch a gardening project that not only enhances local green spaces but also boosts the mental and physical well-being of 24 participants aged between 16–25. With Future Trees, we advanced ecological research by facilitating the planting of major commercial broadleaved species on the National Trust’s 21-hectare Uffington site. At Farleigh Hospice, our assistance enabled the installation of EV chargers, merging sustainability with enhanced patient care. In addition, our support for the Ecological Continuity Trust led to the creation of a Virtual Reality Experience that vividly communicates critical environmental work to a broader audience across the UK.

Supporting Care and Compassion

Our commitment to care extends to the most vulnerable. We’ve strengthened volunteer efforts at Radio Lollipop, enhancing training and systems so that children in hospitals across 10 facilities receive care, comfort, and entertainment. We also support the Respite Association, providing essential relief for unpaid carers and ensuring they can continue their invaluable work.





Boosting Impact Through Match Funding

Every act of kindness propels us forward in our Race to Zero. At Calisen Impact Charitable Trust, we are proud to empower communities and accelerate change. When we work together, we build a brighter, more inclusive future for all. In 2024, Calisen Group employees raised funds for a range of charities that are close to their hearts. Through the Charity's match funding scheme, we matched their donations pound for pound and amplified that impact. Our match funding initiative supported a diverse range of charities with powerful missions:

- Age UK helps ensure older people receive the care, respect, and support they need
- St Barnabas Hospices delivers compassionate care to those facing life-limiting illnesses
- Little Princess Trust provides essential support to vulnerable children and their families
- Cancer Research UK leads ground-breaking research and patient support in the fight against cancer
- Bolton Hospice offers critical palliative care, easing the burdens on families during difficult times

- Andy's Man Club champions mental health and community support for men.
- Wigan and Leigh Hospice enhances quality of life for terminally ill patients through compassionate care
- DKMS works globally to combat blood cancer by promoting stem cell donations
- Movember raises awareness and funds for men's health, covering issues like mental health and prostate cancer

In a standout initiative, funds originally set aside at Calisen Group for Christmas client gifts were redirected to Zarach - The Children's Bed Charity. Collectively we donated 200 beds to children during the festive season. This was an impactful reminder that when we work together, every contribution counts. Additionally, Calisen Group employees made a difference locally: they supported Brick in Wigan by donating coats during the winter and helped create Christmas Eve boxes for 25 children from the Manchester Youth Zone, bringing warmth and joy to those in need.



The scramble for more is over.
The race to Net Zero has begun.
For every large-scale wind farm
and solar park that's built, we need to
install millions of small smart devices.
With EV chargers, heat pumps, home
batteries, solar panels and smart
meters we can unlock smarter
energy for all. We believe Net Zero
should never be out of reach. Which
is why we enable businesses and
households to transition with zero
upfront cost, zero hassle and zero
delay. Because, right now, zero has
never meant so much. Every other
business wants more, more, more.
But to us, zero is everything.

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